

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		Page 1 of 2	
2. AMENDMENT/MODIFICATION NO. 0001		3. EFFECTIVE DATE 12/23/2003		4. REQUISITION/PURCHASE REQ. NO. CAO0300020		5. PROJECT NO. (If applicable)	
6. ISSUED BY Office of Procurement & Purchasing 359 Ford Bldg. Washington, DC 20515				7. ADMINISTERED BY (If other than Item 6)		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and Zip Code)				(X)		9A. AMENDMENT OF SOLICITATION NO. OPR04000023	
				(X)		9B. DATED (SEE ITEM 11) 12/05/2003	
						10A. MODIFICATION OF CONTRACT/ORDER NO.	
						10B. DATED (SEE ITEM 13)	
CODE				FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended, <input checked="" type="checkbox"/> is not extended.							
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE							
<input type="checkbox"/> A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.							
<input type="checkbox"/> B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14.							
<input type="checkbox"/> C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:							
<input type="checkbox"/> D. OTHER (Specify type of modification and authority)							
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) The purpose of this amendment is to provide responses to vendor questions.							
a. The following documents are providing in response to vendor questions: <ul style="list-style-type: none"> 1. Enclosure #1 - Strategic Plan 2. Enclosure #2 - CAO Process List 3. Enclosure #3 - Tier Structure 4. Enclosure #4 - CAO Organizational Chart 							
b. All other terms and conditions remain unchanged.							
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				William L. Dellar			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. U.S. HOUSE OF REPRESENTATIVES		16C. DATE SIGNED	
(Signature of person authorized to sign)				BY _____		12/23/2003	
				(Signature of Contracting Officer)			

Questions for Balance Scorecard
12/15/03

1. Section C, Descriptions and Specifications, of this solicitation states that the centerpiece of the transition to a Strategy-Focused Organization is the strategic management system. In our experience, organizations define such a system differently. To better respond to your solicitation, please provide the CAO's description of a strategic management system. In particular, please provide a definition of strategic management system and list the elements that the Office of the CAO might want to include in its strategic management system.

Response: There is currently no technological solution in place. Enclosed is a copy of the CAO Strategic Plan, which directionally will drive to a technological solution. (Enclosure 1 Strategic Plan)

2. For purposes of assessing level of effort, which is highly dependent on the size of the organization, numbers of stakeholders to involve, and numbers of scorecards at each Tier to develop and report, please provide the organization chart for the Office of the CAO. This organization chart does not need to provide individual names; simply naming the unit in a graphical organization chart representation will suffice to assess the depth and breadth of the organization units that make up the Office of the CAO, as well as an overview of the functions within the Office.

Response: Enclosure 2 is a Process/Activity Map. The lists is not all inclusive and may be amended, a separate effort is in place to validate this document and will be complete prior to the contractor arriving. Enclosure 3 is a brief description of the CAO Tier Structure.

3. Does the House expect that the period of performance will be one year or is this just a range or estimate?

Response: The House expects the period of performance to be less than one year. It is expected that the work will be completed by the contractor around the 4th Quarter FY 04.

4. What CAO resources will be devoted to this project?

Response: No direct resources other than the Program Manager (PM) who will coordinate access to Business Units (BU).

5. What CAO resources will be devoted to data/measurement collection, to the PMO, other aspects of the project?

Response: The BU will provide assistance in data collection, however there is data currently being collected by the Cost Accounting Initiative and Business Process Improvement Initiative that may be leveraged.

6. What does the CAO anticipate the contractor's ongoing management and maintenance role to be?

Response: No on-going management or maintenance has been identified at this time.

7. Does the House anticipate that the contractor will provide a full-time resource to be on staff to manage the PMO?

Response: The contractor will staff the PMO as needed. Some office space will be available. Staffing will be at the discretion of the contractor.

8. What resources will be provided at the CAO business unit level?

Response: There are no resources directly available at the BU level. The CAO PM will make arrangements to attain access to the resources as required.

9. Please define the CAO core team.

Response: Enclosure 4 Organizational Chart

10. Is there an existing (current) BSC automated solution currently in place at the Office of the CAO? If so, what type of solution are they using?

Response: No, there is currently no software solution in place. Directionally this initiative will steer the organization into attaining a solution that will tie to cost accounting.

11. Is it your intention to have the proprietor of the services also include all of the software associated with the deliverables? This question is based upon the following.

Response: Although this particular endeavor does not include a software solution there will most likely be a future requirement. The contractor in this Phase must provide models that could easily be transferred into a software solution.

Page 6, Bullet 3, Last Paragraph.

The successful offeror must buttress their consulting support with the capacity to provide fully web-enabled Balanced Scorecard

development tools that:

- *Allow client project teams to design and manage a BSC project.*
- *Provide supporting presentations, timetables, schedules, templates, methods and tools.*
- *Provide on-line coaching assistance and direct consulting experience.*

12. If the answer to the above question is yes, how many House employees would need to have access to the Scorecard Management System and its analysis and reporting capabilities?

Response: Although this particular endeavor does not include a software solution, there will most likely be a future requirement. The contractor in this phase must provide models that could easily be transferred into a software solution.

13. What does the CAO estimate will be the number of individuals involved (and their associated levels of effort expressed as a percent of their total work effort) from the US House of Representatives for this work? What percent of these individuals are part of the Office of the CAO, and what percent are outside of this office?

Response: This has not been estimated at this time. Resources will be determined based on the selected contractor's Technical and Managerial approach.

14. Can the CAO give examples of "a publication and research record" that would qualify a vendor? Or examples that would disqualify a vendor? For example, does the research have to have been peer reviewed and/or published in a periodical with national distribution? Can the research and/or publication have been internal to the vendor organization?

Response: Either will be sufficient.

15. For the CAO, what constitutes whether or not a vendor "specializes in the design and delivery of Balanced Scorecards"? For example, beyond the assertion from a vendor that this is a specialty, what objective and measurable criteria will the CAO use to make this determination?

Response: Please refer to section L and M of the solicitation. No other information will be provided on this question.

16. What other organizations have previously assisted the Office of the CAO with Balanced Scorecard efforts, or other similar efforts? Were any outside organizations involved in or interviewed for the research performed by the CAO on which performance management methods to use?

Response: See Enclosure 1 and Enclosure 2; some consultant work has been done prior to this and may be leveraged.

17. What other "Centers of Excellence" initiatives are on-going within the Office of the CAO?

Response: See Enclosure 1

18. Does the CAO anticipate that the "Center of Excellence" referred to in paragraph 5ii (Page 5) would require full-time on site presence from the contractor, or as needed and most beneficial to the government?

Response: As determined by the contractor to accomplish task.

19. Line Item Summary - Do you intend to award this contract as Firm Fixed Price or Time and Materials?

Response: The contract is stated as FIXED PRICE.

20. Reference C.1.7.3 - Do you intend "direct consulting experience" to be the second tier support (i.e., a supplement) to "online coaching assistance?" And if not, please explain what is intended by "direct consulting experience" as an element of a "web-enabled Balanced Scorecard development tool."

Response: This has not been determined. Contractor selected may make recommendations.

21. Reference L.1 (7) - Please define "past customer."

Response: See Question 22

22. Reference L.1 (7) - Are 10 references required (i.e., 5 current/recent and 5 past)?

Response: As many references would be appreciated that the bidder has successfully applied BSC principles to a client. Quantity is not the underlying requirement.

23. Reference L.1 (7) - Could a customer who qualifies as a current/recent reference also be used as a past reference for earlier services provided?

Response: See Question 22.

Enc:

1. Strategic Plan
2. CAO Process List
3. Time Structure
4. CAO Organizational Chart



Strategic Plan



Office of the Chief Administrative Officer
For the U.S. House of Representatives

FY 2003 – FY 2005



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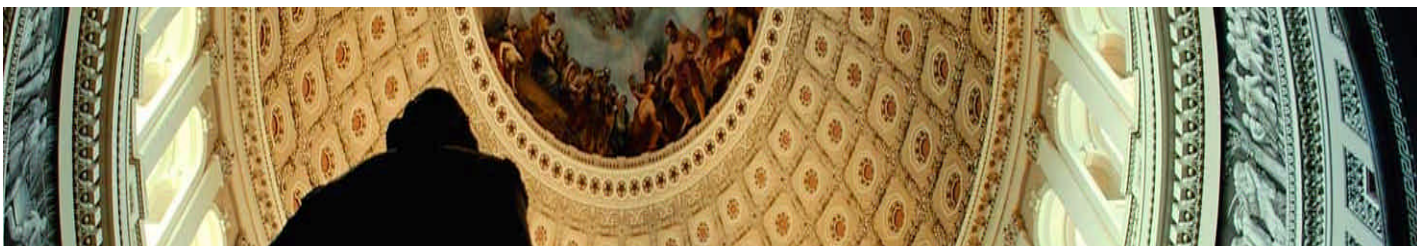
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SECTION ONE

Introduction

The CAO Today

As a dynamic organization, the CAO is continually striving to improve services to meet the changing needs of customers. Our customers include a diverse group consisting of Members of Congress, their staff, District offices, and committees, as well as CAO colleagues. The services we provide are varied. They range from human resources, information technology, furniture and office supplies, food concessions and catering, finance and accounting, to the procurement of goods and services. We do all of this in a unique environment where Members and their staff may transition every two years.

We are continuing to increase our focus on identifying and better understanding our customers' changing needs. As such, we are continually improving our internal business processes and service delivery channels in order to more effectively meet our customers' needs. This year's **Strategic Plan** reflects our ongoing commitment to the Mission and Vision of the CAO, and most importantly, to our customers.

The CAO Environment

To further support our customers, we recognize the importance of continually improving our operations to be more effective and efficient stewards of our resources from both a human and financial perspective. We have conducted Business Process Improvement (BPI) studies to help us identify and implement best practices. And during this fiscal year, we will identify and implement a performance management system to monitor our progress.

While focusing on these important projects, we, like so many organizations, find ourselves in a very different operating environment from that of past years. During FY '02, we were challenged to demonstrate our increased flexibility and commitment to providing services to our customers and our people. During the year, we came together as an organization to keep the U.S. House of Representatives open for business, despite a challenging and changing operating environment. The events of 9/11 and 10/17, which closed many of the House of Representatives facilities, caused critical alterations to the CAO operating environment. As a result of these events, we were tasked with implementing procedures to ensure that the House community could continue to function effectively in the face of adversity. The critical events experienced in FY '02 highlighted the need to ensure more timely and accurate communication, expand upon our business continuity and disaster recovery efforts, and ensure an even safer working environment for our people.





CAO Services & Activities

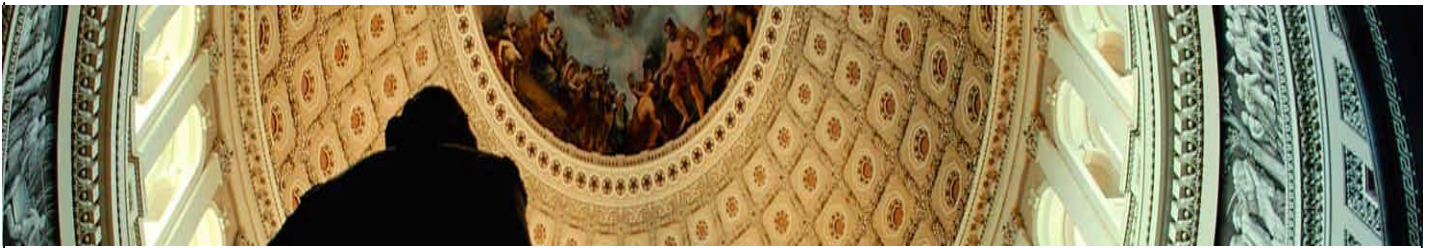
With an appreciation for our unique operating environment, the Senior Leadership Team met to revise our **Strategic Plan**. Each business unit is responsible for supporting our **Strategic Plan** and driving strategic initiatives throughout the organization. By working together both cross-functionally and within each of the business units, we are able to more effectively meet the strategic goals and objectives of the CAO. In an effort to best serve our customers, we are comprised of the Immediate Office, and five business units:

- House Information Resources
- House Support Services
- Human Resources
- Finance
- Procurement

The Immediate Office coordinates organizational activities to ensure passionate customer service to the House community through organizational improvement, change leadership, communications leadership, and legal support.

The CAO offers the following service areas to best meet the needs of our customers:

- **House Information Resources:** Plans for, implements, and sustains a secure, reliable, information technology infrastructure, systems, and services for the House Community.
- **House Support Services:** Provides the services required for mission critical support of legislative responsibilities including furniture, photography, audio/video, contractor/vendor management, office supplies, food services, and customer information services.
- **Human Resources:** Develops, implements, and administers sound, consistent, and practical human resources policies, procedures, and programs that support the U.S. House of Representatives.
- **Finance:** Provides timely, accurate, and comprehensive financial services to the House community.
- **Procurement:** Procures goods and services that represent the best value for the U.S. House of Representatives by a team committed to excellence, integrity, fairness, accountability, and innovation.



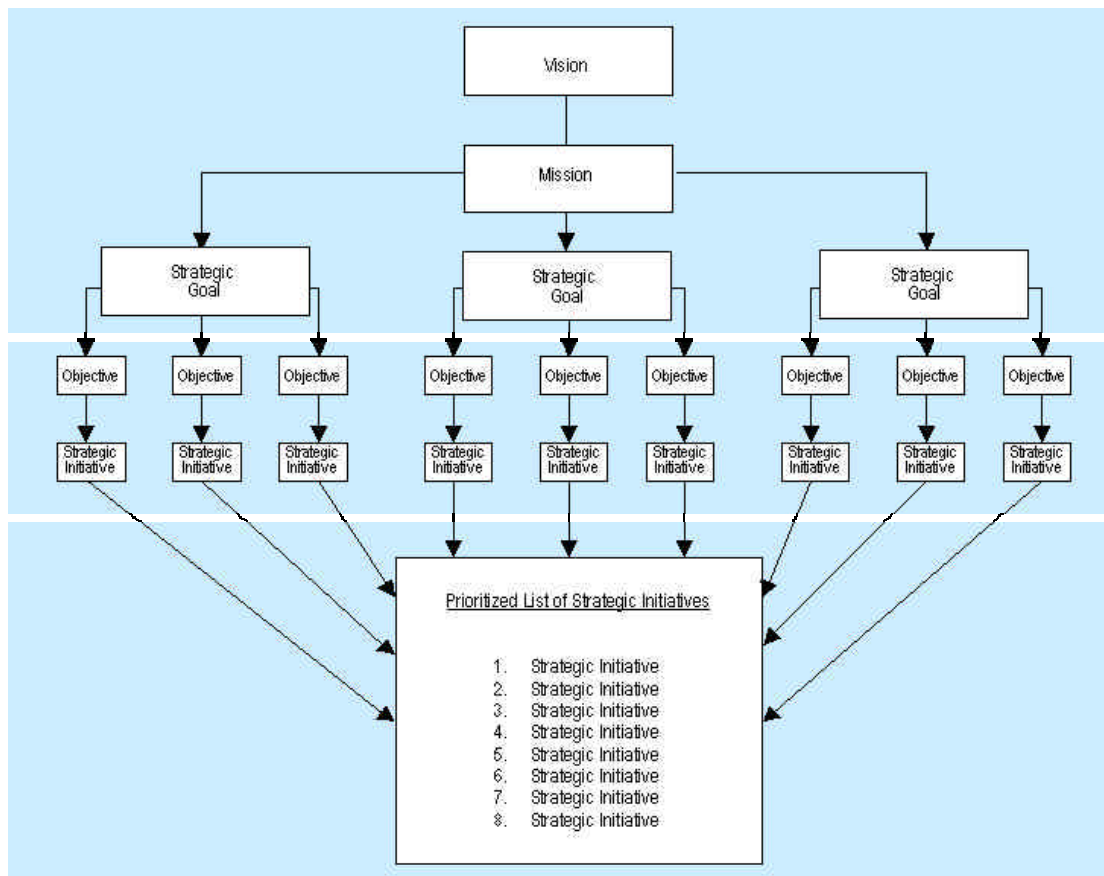
SECTION TWO

FY '03–'05 Strategic Plan

Description of Process

The CAO conducted the FY '03–'05 strategic planning session over a three-day period in June 2002. During this session, the Senior Leadership Team developed strategic action items that supported the Mission, Vision, goals, and objectives of the CAO (*see Figure 1*). Despite changes in the surrounding environment, we determined that the Mission and Vision still provided the appropriate focus and guidance to the CAO. The goals of the CAO, however, were revised to reflect a Balanced Scorecard approach to encompass all aspects of our services and activities.

Figure 1 – Strategic Planning Development Process





The CAO Mission

“Provide excellent and efficient administrative, technical, and support services to the U.S. House of Representatives.”

The CAO Vision

“To be the premier organization that represents and serves the House of Representatives with pride, energy, and creativity.”

The CAO Goals

Five strategic goals were developed, based on the Balanced Scorecard, which provides a framework for guiding this organization in the development of current objectives and new initiatives. The Balanced Scorecard perspectives, which typically include the first four areas noted below, were tailored to meet our unique needs, and as such, the goal of Emergency Preparedness was added.

- **Customer**
- **Learning & Growth**
- **Internal Business Process**
- **Financial**
- **Emergency Preparedness**



The CAO strategic goals for FY '03–'05 are:

- **Customer:**

“Provide passionate customer service through high value, effective, and reliable support services and prompt, accurate, timely, and complete responses to all requests for services to the House community.”

- **Learning & Growth:**

“Recognize that our people are our most important asset and invest in their continued learning, development, professional growth, and success, in an environment that respects diversity and challenges our people.”

- **Internal Business Process:**

“Challenge our existing business processes, identify opportunities for enhancements, and implement improvements to increase customer service levels and organizational effectiveness.”

- **Financial:**

“Provide customer services and fulfill the financial management responsibilities of the CAO organization in a cost effective manner, while investing in future internal and external service enhancements.”

- **Emergency Preparedness:**

“Provide for the workplace safety of the House community, and support the continuity of House operations, during emergency periods.”



The CAO Objectives

The Senior Leadership Team developed objectives for each of the strategic goals and the 12 resulting strategic objectives are shown below with their corresponding goal:

Goal: Customer

Objective: Set measurable CAO-wide passionate customer service standards, focusing on customer interaction, supported by communications and training.

Focuses on developing customer service standards to ultimately drive an improvement in customer satisfaction within the U.S. House of Representatives.

Objective: Achieve a 5% annual improvement in customer satisfaction.

Outline the steps needed to achieve a 5% increase in customer satisfaction in all service delivery areas in the CAO.

Objective: Enhance House community's understanding and use of CAO services.

Ensures that every member of the House community knows about and utilizes all the services offered by the CAO, enabling them to work more efficiently and effectively.

Goal: Learning & Growth

Objective: Develop and hold senior leaders accountable as change agents.

By creating a Senior Leadership development program that addresses and builds leadership competencies, this objective focuses on creating a change-oriented Senior Leadership team.

Objective: Prepare the CAO and our workforce to function optimally on an ongoing basis under all conditions.

Develop an integrated approach to the developmental lifecycle of the CAO workforce to ensure continuity of operations, define career paths, and provide training and development opportunities to support the CAO employee.

Objective: Establish high-level organizational measures and link to an individual employee's performance plan and evaluation.

Develop and implement a performance measurement system for the entire CAO, based on the Balanced Scorecard framework, which then links the CAO's strategy and objectives to an individual employee's performance plan.



Goal: Internal Business Processes

Objective: Optimize organizational effectiveness and cost effective delivery of products and services by continuously evaluating / reinventing core business processes.

Develop a structured business process improvement program that facilitates the continual improvement of the CAO's critical, core business processes, and ultimately enhances organizational effectiveness and efficiency.

Objective: Ensure the House's IT infrastructure and services are effective enablers for current and planned business processes.

Develop a strategic technology approach that supports the entire CAO. By planning for the needs of the entire organization, the CAO can develop / acquire and implement technology that will better support CAO business processes — enabling us to serve our customers more effectively while reducing costs.

Objective: Create an organizational structure that can accommodate the changing needs of our customers.

By aligning the organization with its core business process, this objective will better equip the CAO to accommodate the changing needs of our customers.

Goal: Financial

Objective: Implement a cost accounting and management program to provide CAO decision makers with better information on resource allocation and utilization.

By identifying and capturing full cost information on key CAO programs, processes, activities, outputs, and customers, this objective will enable CAO managers to make more educated decisions about budgeting and resource allocation both from a financial and personnel perspective.

Objective: Develop and implement a resource allocation process that enables strategic initiatives while supporting operational business.

In conjunction with the previous objective, this objective addresses the resource issue, as identified in the Staff Satisfaction Survey, and help the CAO to better prioritize organization needs and identify the appropriate level of financial and personnel resources that are applied to projects and activities within the CAO.

Goal: Emergency Preparedness

Objective: Mitigate, prepare for, respond to and recover from incidents that disrupt House operations.

The events of the previous year required us to take a calculated and well thought out approach to supporting the House operations in the event of an emergency. This objective, which is currently underway, seeks to identify, enhance and / or implement policy and procedures that will support all House operations in the event of an emergency.



SECTION THREE

Next Steps

These goals and objectives form the foundation of our **FY '03-'05 Strategic Plan**. From these objectives, **Strategic Initiative Proposals** (SIPs) have been developed. These proposals were developed initially as high-level documents that identified an objective's anticipated outcomes and the resources required to implement it. Once approved, the Senior Leadership Team and other CAO managers developed detailed project plans for each initiative. These plans are currently being implemented and tracked via a virtual project management office to ensure their successful implementation. Once implemented, we will monitor these strategic projects by identifying and implementing a performance management system, based on the Balanced Scorecard framework, to monitor our progress towards achieving these objectives.

The **FY '03-'05 Strategic Plan** will be implemented by all managers and employees of the CAO and ultimately linked to their individual employee development plans. We recognize that our people are the greatest resource we have to continue to improve our organization and implement these important initiatives. The Plan will be used to drive future decisions within the CAO and provide a framework from which to guide our resources — both financial and personnel. As we have done before, our Strategic Plan will be reviewed on an annual basis. In conjunction with customer and employee feedback, we will continue to identify and evaluate the needs of our customers, our people, and the environment in which we operate, to best direct the resources of our organization to fulfill our Vision of being a "Premier Organization."



Notes

For further information, please contact:

Office of the
Chief Administrative Officer
U.S. House of Representatives
Washington, D.C. 20515-6860
202-225-6969

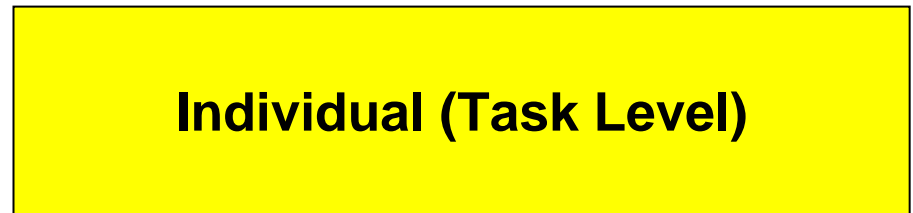
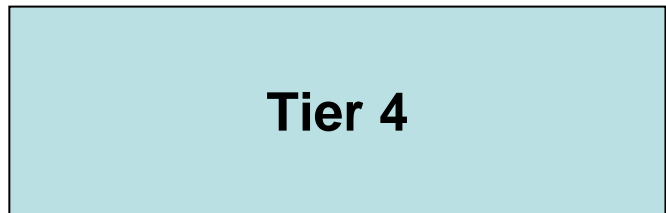
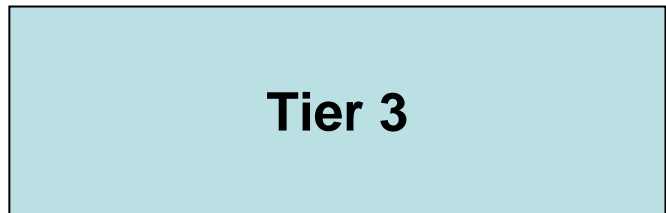
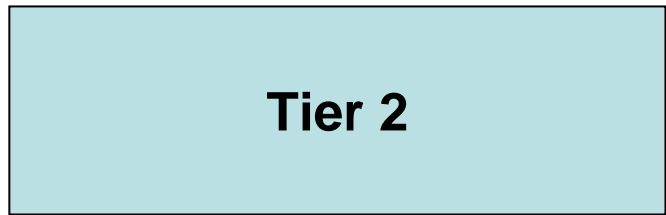
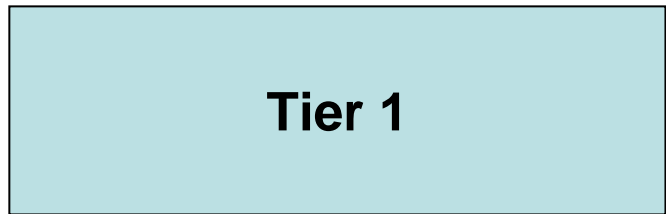
E-mail: philip.flewallen@mail.house.gov

Process	Subprocess	Activity	Task	Description
Core Processes				
1.0	Enable Customer Outreach			dealing with constituents and marketing house stuff Involves selling house branded merchandise at the gift shop and selling flags.
1.1		Sell House	branded stuff	
1.1.1			Operate gift shop	
1.1.2			Process flag requests	
1.2		Enable information exchange with constituents		Push and pull; website, e-mail, and regular mail communications; brochures
1.2.1			Create web pages	everything except content development
1.2.2			Process mail	bulk mail, regular mail, departing member mail services
1.2.3			Maintain e-mail list serves	includes creation and maintenance
1.2.4			Answer constituent questions	grants database, brochures, white house tickets, newswires
1.3		Provide media services		
1.3.1			Provide A/V services	committee broadcasts, a/v duplication, digital conversion, house floor recordings
1.3.2			Provide photo services	
1.4		Coordinate Special Events		organize transition services, conduct member or internal events (fairs)
2.0	Disseminate Information (note - name likely needs to change)			manage and operate house business
2.1		Generate communications content and reports		(reports, communications, websites, list serves)
2.1.1			Produce regular reports	financial/budget, mail, procurement, general business unit reports - used to manage regular operations
2.1.2			Prepare internal communications	CAO Dear Colleagues, maintain internal list serves, CAOOverview
2.1.3			Develop websites and content	(newsletter), content for House fairs
2.2		Respond to inquiries		House.net, House.gov, includes issue resolution
2.2.1			Answer questions	questions to help desk or individual, benefits, financial, first call, IT,
2.2.2			Review stuff	general/administrative, travel card program
2.2.3			Provide consulting services	district office leases, auto leases, Dear Colleagues
3.0	Supply goods and services			budget preparation, procurement, equipment, work force issues, process improvements
3.1		Respond to requests for office changes		intra-office moves, any changes to existing office space includes physical infrastructure and technology infrastructure
3.1.1			Setup new office	
3.1.2			Modify existing office	
3.2		Supply goods from inventory		
3.2.1			Sell office supplies	includes locksmithing
3.2.2			Supply furniture	carpeting, upholstery, picture framing, engraving
3.2.3			Supply furnishings	simplified, major solicitations, purchase card, non-CAO office, amenities
3.3		Acquire Goods and Services		contracts

3.3.1	Plan annual House procurements	includes soliciting input from customers to prepare annual procurement plan to CHA
3.3.2	Procure required stuff	Includes simplified purchasing, complex procurements, stock office supply store
3.3.3	Manage contract	
3.3.4	Purchase non-contract items	includes purchase cards
4.0	Support Personnel	
4.1	Hire employee	multiple entry points (one for House Officers, one for member support)
4.1.1	Determine need	includes recruitment strategy
4.1.2	Create vacancy announcement	includes posting vacancy announcement
4.1.3	Track resumes	includes screening for interviews, seasonal resumes
4.1.4	Interview candidate	
4.1.5	Approve selection	includes make and accept offer
4.2	Administer benefits	notary and passport services
4.2.1	Notarize documents	staff and House related business for non-staff
4.2.2	Expedite passport processing	
4.2.3	Provide child care	
4.2.4	Process request for benefits	includes health, life insurance, TSP, bonds, transit benefits, health club membership
4.2.5	Administer student loan program	different from other benefits because CAO administers
4.2.6	Process new hire benefits	
4.3	Pay people	includes members, current employees, retirees, surviving spouse
4.3.1	Calculate earnings and benefits	separate for members and staff
4.3.2	Disburse funds	includes monthly and supplemental payments
4.4	Provide amenities	includes food service, beauty shop, shoe shine, barber shop, postal service,
4.4.1	Assess trends, needs, customer demands	
4.4.2	Plan amenities	
4.5	Develop employee	
4.5.1	Provide training	
4.5.2	Provide performance management and development services	includes OEA, professional development - CAO more specific to perf mgmt needs
4.6	Separate employee	
4.7	Ensure personnel safety	
4.7.1	Ensure compliance with personal health and safety regs	FSS testing for respiratory and auditory, etc.
4.7.2	Coordinate with OEPPO (Office of Emer. Planning and preparedness operations)	
Supporting Processes		
5.0	Provide Technology Support	
5.1	Provide Computing Capabilities/Environment	
5.1.1	Provide operating data center infrastructure	
5.1.2	Operate data center	
5.2	Provide IT Support	
5.2.1	Provide System Engineering Support	

5.2.2	Provide applications engineering and maintenance support	
5.2.3	Provide database engineering support	
5.2.4	Provide data security	
5.2.5	Support the Legislative Process	LIMS
5.3	Provide communications infrastructure and services	
5.3.1	Provide voice and fax network services	
5.3.2	Provide e-mail support	
5.3.3	Provide paging capability	
5.3.4	Provide data communications services	links to data center (e.g., high-speed links from Dist Offices)
5.3.5	Provide LAN/WAN services	
6.0	Manage financial information	
6.1	Develop and manage budgets	internal CAO budgets
6.1.1	Develop budget submission	through Jay approval
6.1.2	Obtain budget approval	CHA and Appropriations
6.1.3	Enter budgets in system	
6.1.4	Monitor budget execution	includes quarterly reviews
6.1.5	Reprogram funds	as needed, includes end of year firesales
6.2	Process funds transfers	this is monies changing hands not budget transfers
6.2.1	Process and approve invoices and expenses	
6.2.2	Pay bills	Transfer funds pursuant to a valid voucher
6.2.3	Pay employees, members, etc.	
6.2.4	Process and control cash receipts	include checks, cash, CC
6.2.5	Record financial transactions	includes debiting MRAs
6.3	Report current financial situation	
6.3.1	Reconcile financial transactions	
6.3.2	Produce financial reports	annual financial statements, bi-annual SOD (public, static)
7.0	Maintain Records	analog
7.1	Maintain Photo & Negative Archive	
7.2	Maintain paper records	personnel, contracts, financial, etc.
8.0	Support audits	
8.1	Support annual financial audit	
8.2	Support ad hoc IG audits	
9.0	Perform Policy and Oversight	
9.1	Provide strategic planning	includes plan and evaluate services
9.2	Implement industry best practices	
9.3	Provide oversight	includes compliance (internal controls), development of policies and procedures, ensure compliance
9.4	Provide continuity of House operations	
10.0	Maintain Inventory	includes all inventories - furniture, furnishings, office supplies, computer equipment, etc.
10.1	Assess needs	
10.2	Restock stuff	
10.3	Track stuff	

Note to self: Need to create crosswalks to show how tasks link to other places.
Matrix that links supporting processes to core processes.
Add column for organization



Office of the Chief Administrative Officer

